

# 2008 Governor's Award for Quality and Productivity

Missouri State Employee Work Teams  
**Focus on Effectiveness, Efficiency and Quality of Services and Products**  
to Deliver Enhanced Services to Missourians

On Wednesday, October 29, 2008, Governor Matt Blunt's Chief of Staff, Trish Vincent, awarded the prestigious Governor's Award for Quality and Productivity (GAQP) to five state employee work teams in a ceremony held in the Rotunda of the State Capitol Building in Jefferson City.

This is the 20th year the GAQP has been awarded to state employee work teams whose accomplishments serve as an example of continuous improvement, quality and productivity in Missouri State Government.

This year, 32 state employee teams applied for the GAQP in the categories of: Customer Service, Efficiency, Innovation, Process Improvement, and Technology in Government.

Governor Blunt issued the following statement: "The Governor's Award for Quality and Productivity honors Missouri's state employees who have answered my call to serve the people of Missouri by focusing on effectiveness, efficiency and quality of services and products," Governor Blunt said. "I commend these dedicated state employees who have worked hard to restore the public's confidence in their government and to deliver Missourians enhanced services."



*Keynote speaker, Chief of Staff Trish Vincent, gives remarks on the winning teams accomplishments.*

For more information on this event, please contact Denise Osborne, the Program Coordinator at 573-526-4554 or at [Denise.Osborne@oa.mo.gov](mailto:Denise.Osborne@oa.mo.gov).

The Office of Administration, Division of Personnel is proud to provide the following information about the winning team in each award category.



**CUSTOMER SERVICE**  
**I-64 Closure Command Team**  
**Department of Transportation [MoDOT]/Department of Public Safety/St. Louis County/Metro/Gateway Constructors**

The reconstruction of Interstate 64 in St. Louis City and County closed five miles of the interstate for one year. The closure displaced 170,000 vehicles per day to the region's other roads and had the potential to negatively impact the daily lives of thousands of motorists. Before the closure, MoDOT worked with St. Louis County and Gateway Constructors to make system improvements to the region's roads to help traffic move more effectively.

The I-64 Closure Command Team was organized to ensure MoDOT and its partners were knowledgeable of the condition and operation of the region's transportation system and actively manage travel reliability and communicating conditions to the public. The team formed sub-teams to focus on: interstates, arterials, law enforcement, maintenance, liaison with local cities, public information, St. Louis County, St. Louis City and Metro. Teams worked from a central location to facilitate efficient problem solving. Sub-teams used staff in the field and staff monitoring sensors and computers to gather the information real-time during each rush period. Information was quickly collected and reported at 10 a.m. and 8 p.m., following morning and evening rush and was shared publicly in a news conference at 11 a.m. and 9 p.m. to ensure timeliness.

The I-64 closure occurred on January 2, 2008 with the region's traffic flowing better in some areas than before the closure. Incremental changes in signal timing fine-tuned the trouble spots. Problems were identified, evaluated, and solved, often within hours of the first notice. Motorists used the traffic information resources that had been developed by the team, to find their recommended alternate routes and businesses offered flexible schedules to their employees and location or deliver options for their customers.

In some of the most impacted areas, commute times were no more than 25% longer than before the closure. A survey of motorists and stakeholders indicated that 90% felt they were kept well informed about the closure. The success of this unprecedented collective and cooperative effort in Missouri is undeniable and other states are now using the lessons learned from the team's experience in similar projects.

*For additional information on this team's accomplishment please contact Ed Hassinger at 314-340-4200 or at [Ed.Hassinger@modot.mo.gov](mailto:Ed.Hassinger@modot.mo.gov).*

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## PROCESS IMPROVEMENT

### *Dealer Renewal Process Improvement Team Department of Revenue*

The Department of Revenue issues dealer licenses to over 6,000 vehicle and marine craft dealers annually. Renewal notifications are mailed in September of each year and are required to be renewed by December 31 of the same year. This creates an influx of activities specifically in November and December. The old process was inefficient, resulted in long wait times for dealers, had a high reject rate of transactions because of insufficient application information, and a delay in the issuance of dealer plates. The inefficiencies often resulted in dealers running on expired dealer plates as they did not receive current plates in a timely manner.

The process improvement team began the review by:

- Identifying key players in the processing section
- Evaluating the bureau goals and expectations
- Retrieving all written materials on the dealer licensing and renewal procedures, statutes, forms and communications
- Mapping out current process
- Meeting to define each step involved in the processing and renewal of dealer plates
- Logging suggested improvements
- Presenting suggestions to management for their review
- Implementing recommendations

The team identified 16 necessary changes to the dealer renewal process that could be implemented immediately to improve customer service. The recommended changes were implemented and provided dealers with clearer communications, reduction in steps, quicker turnaround time for licenses to be mailed to dealers and for dealer plates to be delivered to dealers, cross-training of staff to handle multiple job functions and less rejected transactions for incomplete information. Additionally, dealers were greeted in a newly renovated customer service center. The new center provides a more professional atmosphere not only for our dealer customers, but also for our title and registration customers and office staff. We were able to reduce wait time and better respond to phone inquiries and issue dealer licenses and dealer plates more efficiently and timely. The congested flow of customers and long wait times did not exist this past November and December and dealers did not have to drive on expired plates.

For additional information on this team's accomplishment please contact Julie A. Allen at 573-526-1824 or at [Julie.A.Allen@dor.mo.gov](mailto:Julie.A.Allen@dor.mo.gov).

## TECHNOLOGY IN GOVERNMENT

### *The eFolder Project Team Department of Labor and Industrial Relations/ Office of Administration*

The Department of Labor and Industrial Relations' Division of Employment Security [DES] and the Office of Administration's Information Technology Services Division achieved a completely paperless unemployment insurance benefit claim processing operation. The development and implementation of the eFolder System, one of the most advanced electronic document management systems in the country, improved staff productivity and customer service, reduced cost and risk, and provides for disaster recovery. These revisions were realized through an instant electronic redistribution of workload for maximum utilization of staff in all four Regional Claim Centers [RCC]. With the implementation of the eFolder System, 14% fewer staff resolved 7.8% more cases over the same quarter as in the two previous years. Additionally, annual expenditures for mailing, faxing, and printing were \$104,268 which was immediately eliminated upon implementation of eFolder and payroll savings of \$2,971,056 are anticipated based on current production and staff levels.

The DES realized an increase in processing cases from 54,027 in the first quarter of 2006 to 58,201 in the first quarter of 2008. This is a 25% increase in production per technician. Prior to the eFolder System, customers calling the RCC often had to wait for staff to find their paper files. If the file did not reside at that RCC, the caller had to phone the center where the file was located. eFolder provides reduced phone time and improved customer service by providing all staff immediate access to information for customers statewide.

Originally the DES had no disaster recovery plan. A disaster striking one RCC could potentially wipe out over 25% of the active claims documents. The daily transport of completed case documents to Central Office [Jefferson City] from three remote offices [Kansas City, St. Louis, and Springfield] for imaging came with a risk and liability of losing documents for thousands of claimants. With eFolder, all correspondence is received in Jefferson City, immediately scanned, and distributed electronically to the appropriate RCC affording complete recovery capability.

As the future of the DES continues to operate in the ever changing dynamics unemployment insurance environment, the eFolder System is poised to adapt to these changes and allow for future enhancements.

For additional information on this team's accomplishment please contact Spencer Clark at 573-751-8086 or at [Spencer.Clark@dolir.mo.gov](mailto:Spencer.Clark@dolir.mo.gov).

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### EFFICIENCY

#### *Mail Consolidation Team*

**Office of Administration; Departments of Agriculture; Conservation; Corrections; Economic Development; Elementary and Secondary Education; Health and Senior Services; Higher Education; Insurance, Financial Institutions, and Professional Registration; Labor and Industrial Relations; Mental Health; Natural Resources; Public Safety; Revenue; Social Services; and Transportation**

The Mail Consolidation Team recommended solutions that streamlined operations, lowered cost and improved mail services for Missouri State Government. The team, comprised of representatives from each executive state agency, successfully consolidated twenty-three individual mailrooms into one centralized operation, dramatically improving efficiencies in all aspects of mail services. In just one year mail consolidation has:

- Reduced required staffing levels by 33%, from 30 to 20
- Reduced required postal metering equipment by 78%, from 23 to 5
- Reduced vehicles utilized for mail operations by 67%, from 24 to 8
- Increased average annual postage savings by 8%
- Saved the State of Missouri more than \$1.1 million

Prior to the team's efforts, each agency operated one or more individual mailrooms, resulting in significant administrative and operational redundancies, as well as under-utilized equipment and resources. In eleven executive agencies, more than 30 state employees worked in 23 mailrooms, operated 23 mail machines with reserve accounts and meter balances that tied up over \$500,000 in state funds and drove 24 vehicles more than 180,000 miles per year, all to provide mail services for state agencies in the Jefferson City area.

Numerous factors, including significant duplication in resources and services, rising postage rates and mandated mail equipment replacement; drove discussions, analysis, and recommendations. Remarkably the team, representing sixteen state agencies with unique needs and perspectives, voted unanimously to pursue the internal consolidation of mail services.

All agencies played a critical role in this highly successful effort. The mail consolidation effort was initiated in September 2006. Personnel and resources from all 23 mailrooms were brought together and merged into Central Mail Services. The value brought by this team's efforts continues.

For additional information on this team's accomplishment please contact Mark S. Kaiser at 573-751-4656 or at [Mark.S.Kaiser@oa.mo.gov](mailto:Mark.S.Kaiser@oa.mo.gov).



### INNOVATION

#### *Asthma Care Training for Missouri's School and Child Care Workforce Department of Health and Senior Services*

In Missouri, approximately 400,000 adults and 111,000 children under the age of 8 reported that they were currently living with asthma. Over one third of Missouri adults with asthma reported they were first diagnosed at or under the age of 10.

The Missouri Asthma Prevention and Control Program [MAPCP] creates "room at the table" for many organizations for planning and fostering collaboration. MAPCP and its project team have made substantial progress in developing workforce capacity at the community level to address the needs of children with asthma. In collaboration with a committee of practicing school nurses, MAPCP created the nationally recognized Missouri Asthma School Manual and coordinated its distribution to approximately 2,000 school nurses in Missouri. The manual provides easy-to-use forms, training materials and other resources for practicing school nurses.

MAPCP then coordinated programs for nearly 500 school nurses to attend Becoming an Asthma Care Manager and Educator course, a program developed and sponsored by the Association of Asthma Educators. Missouri leads the nation in individuals completing this program.

As children under age 6 are most at-risk for hospitalization or emergency room visits for asthma, MAPCP developed training for childcare providers. From September 2006 through May of 2008 over 2,000 childcare workers received asthma-specific training. To expand the skills of school personnel working with children with asthma or at-risk for asthma, MAPCP developed an in-service DVD program that allows schools to efficiently train teachers, coaches, etc. on the fundamental of asthma management and their role in supporting children with asthma.

MAPCP's workforce development also addressed the needs of policy-makers at the local level through a partnership with the Missouri School Boards Association [MSBA]. MSBA has added an asthma module to its mandatory training for all newly elected school board members. The team set forth innovative goals to increase Missouri's ability to coordinate and manage asthma care for children by training a statewide workforce whom now have the proper knowledge and skill.

For additional information on this team's accomplishment please contact Harold Kirby at 573-751-6080 or at [Harold.Kirbey@dhss.mo.gov](mailto:Harold.Kirbey@dhss.mo.gov).